

MGMT 365 A&B: Business Strategy & Policy

Syllabus – Spring 2014

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The following sub-sections are contained in this syllabus: course description, learning objectives, expected outcomes, course expectations, accommodations, required materials, research guidelines, grading policies assignments overview and schedule.

Course Description

An examination of strategic planning theories that maximize organizational effectiveness by transforming the organization into an adaptive learning system capable of managing critical changes in its environment. The approach emphasizes comprehensive, holistic and participative planning.

Learning Objectives

1. Integrate learning from courses in the management major as the foundation elements of the knowledge base from which strategies at all levels of the organization are formulated and implemented.
2. Expose students to classic and emerging theories and practices related to corporate, business and functional strategies.
3. Create opportunities for students to apply both prior and current management course learning through case analysis and presentations, business simulations and research.
4. Reinforce the importance of global, quality, diversity and ethical perspectives in organizational policy and strategy.

Expected Outcomes

1. Knowledge of the most important and relevant terms, concepts, processes and competencies necessary to effectively plan and think strategically.
2. Awareness of emerging trends, theories and examples of business policy and strategy.
3. Enhanced ability to conduct research, create and give presentations, and work in peer groups.

Course Expectations

1. PREPARATION:
 - a. Read all assigned readings.
 - b. Identify a relevant, current business news story, along with its source, for class discussion.
2. CLASS SESSIONS:
 - a. Be on time, and stay for the entire class.
 - b. Proactively participate in all classes (be emotionally, psychologically and socially present).
 - c. All electronic communication, entertainment and information devices such as cell phones, tablets, iPods, laptops and pagers must be turned off or silenced during class (unless there is a family member health issue); refrain from sending/receiving/reading text messages and emails during class sessions
 - d. You have a right to use a laptop/tablet to take notes during class. With that right, comes the responsibility to use it appropriately. Students who surf the Internet, IM or

engage in activities other than note-taking will lose their right to take notes electronically.

3. ATTENDANCE POLICIES:

- a. Attend all classes (be physically present).
- b. Each student has one Free Pass (one permissible absence) to use at their discretion; notify the professor by email before using a Free Pass; Free Passes may not be used during any scheduled exams or final presentations, or when you have an individual presentation or assignment due.
- c. Excused absences are at the discretion of the professor and are typically granted for serious illness, a medical or family emergency; a scheduled athletic game/match/artistic performance, a professional obligation; notify the professor by email beforehand; or, in the case of emergency, an email or phone call as soon as possible is acceptable; if you need to take an excused absence, it is advisable that you do not also take advantage of your Free Pass.
- d. Any student who misses a class session for any reason is responsible for preparing readings, obtaining discussion notes and handouts and completing and submitting (on time) assignments for the session missed.

4. ASSIGNMENTS:

- a. No assignments – presentations, papers, case studies - will be accepted late. Be sure to confirm when your assignments are due.
- b. Grammar and spelling count – proof your work.
- c. Use APA (revised 6th edition) for citing all research done for written and presentation assignments.
 - i. Use only author/year: Author (year) or (Author, year); if multiple sources are cited for the same point: (Author 1, year; Author 2, year)
 - ii. No footnotes, no endnotes (no MLA) accepted
 - iii. Listing of research cited at the end is called “References” (not Work Cited)
 - iv. For a source to be listed, it must be cited in the paper or presentation document; and, If a source is cited in the paper or presentation document, it must be listed under References
- d. Conserve resources as much as possible – no title pages, no binders or fancy covers, 2-sided printing, staples instead of paper clips.

5. EMAIL:

- a. Email is best used to communicate absences, being late, request an appointment or express a concern; questions about course material, tests, or assignments usually are best handled through an in-person meeting or phone call.

6. IMPORTANT NOTES:

- a. It is within the Instructor’s purview to apply qualitative judgment in determining grades for an assignment or for a course
- b. This syllabus is my best effort at presenting a definitive statement on the course's policies, assignments and schedule; however, circumstances may arise that necessitate changes; if this occurs, students will be given as much advanced notice as possible.
- c. Accommodations: Students who wish to request accommodations in this class for a disability should contact Elaine Mara, assistant director of learning services for academic and disability support at 1307 Main Street, or by calling 610-861-1510. Accommodations cannot be provided until authorization is received from the Academic Support Center.

Required Materials

Required Course Textbook:

Readings & Cases, Strategy 2014, Prentice Hall Custom Business Resources
MarketPlace Live, Business Simulation, 2014

Required Reference:

Publication Manual of the American Psychological Association, 6th edition, 2009 (corrected version of this edition should be referenced and is found in our Blackboard coursesite). This reference is essential in preparing all written assignments for this course, and should be helpful in preparing assignments for other courses as well.

Quick Guide Link:  [APA QuickGuide by Reeves Library](#) (15.735 KB)

APA Info Link: <http://www.psywww.com/resource/apacrib.htm>

Additional APA Link: <http://owl.english.purdue.edu/owl/resource/560/01/>

[Note: You may need to click the above links twice, because of security, to open in a new window]

Research Guidelines

It is important that classroom and textbook learning are augmented by **outside sources**. **Outside sources** are literature, data and information that has been obtained or developed by credible, quality practitioner, professional or academic publication sources AND not already being used in the course (i.e. the textbook are articles assigned for class).

The Internet is an excellent tool for identifying and acquiring research effectively and efficiently. It can save time and connect you with quality sources of literature and information. However, websites sponsored by organizations or individuals normally have little credibility or value in providing literature or information about anything other than the sponsoring individual or organization. The exception is if the website contains data from professional research studies or projects sponsored by the website owner, in which case it will be clear that the information is research rather than opinion or propaganda.

All research that students do needs to be cited according to the 2009 (6th edition) of the APA Publication Manual as revised.

Important Note: The research you consult should be listed as citations for References. Unlike citations for Bibliographies that may permit all consulted sources, References include only those sources you **have actually used**. Citations are listed in a References list at the end of a written work or paper in alphabetical order, with the second line of text indented. Citations listed in the text of your work are listed as (last name and year) e.g. (Smith, 2005) or last name (year) e.g. Ramirez (2005).

Sample Citation

Sample APA citation format for the articles in the Article Reading sections of this course website, when you cite them in any assignments:

Osborne, R. (1995). Company with a soul. *Industry Week/IW*, 244(9), 20-26. Retrieved [insert today's date without brackets], from Business Source Elite database.

Grading Policies

Measurement & Grading:

Strategy in Action (individual, presentation)	25%
Case Analysis (team, presentation)	25%
MarketPlace Live Simulation (team, presentation)	30%
Total Quality Participation	20%
TOTAL	100%

Numerical & Corresponding Letter Grades:

93 and above - A [Distinguished performance]

Exceptional performance in all aspects of the course; highest level of learning, effort and participation are consistently demonstrated

90 - 92 - A-

86 - 89 - B+ [Very Good]

High levels of learning, effort and participation are often demonstrated

80 - 85 - B [Good]

Sound performance in all aspects of the course

76 - 79 - C+

70 - 75 - C [Average Performance]

Acceptable level of learning, effort and participation are frequently demonstrated

65 - 69 - D [Marginal Performance]

Low or inconsistent levels of learning for most course topics; however, effort and/or participation is demonstrated consistently

64 and below - F

Little or no evidence of an acceptable level of learning, or effort

Academic Honesty:

Integrity and honesty are qualities considered to be the "norm" among students. However, any students who choose to deviate from that "norm," risk automatic failure in the course.

Assignments Overview

The following Assignments are required for this course:

- Strategy in Action (individual, presentation) – 25%
- Case Analysis (team, presentation) – 25%
- MarketPlace Live (team, presentation) - 30%
- Total Quality Participation - 20%

Strategy in Action

Each student is responsible for preparing a presentation demonstrating the use or application of a strategic issue that is covered in the Text readings. Effort will be made to match topics with a student's interest, but ultimately the topics will be assigned to by the professor. Each student will prepare a written outline of the presentation (a copy of the PowerPoint file is appropriate) according to the format outlined below.

Format

Prepare a presentation (no more than 5 minutes) according to the following format and with these explicit section headings:

Research Question - a specific question related to the assigned topic.

Response - discuss what you learned from the literature you read (at least 5 external sources - see below) and how you would answer the question you posed.

Example - discuss a product/service or organization (business, government or not-for-profit) that represents an example of your research question and answer.

Your research should include no less than 5 outside/external sources other than those assigned for this course, and must be cited in the paper according to APA. External sources are defined as: readings not assigned in the course; readings, data, information from a scholarly or professional periodical, publication or journal; some websites may be appropriate sources, but they should be cleared with the instructor before they are considered for use.

An outline or copy of your PowerPoint presentation must be submitted on the day you present your topic. Number pages beginning with page 2. There should be no title page, but the following information must be included :

Strategy in Action

Topic A, B, ... or L

Your Name

Date Submitted

Dr. Marabella

MGMT 365A or B

Research Question: centered after the above heading

Remember, attach a list of References (APA style) and indicate these sources in your paper.

Grading

Content:

Research Question = 2 points

Quality of Research = 5 points

Response = 5 points

Example = 3 points

Presentation:

Communication = 5 points

Engagement = 3 points

Professionalism = 2 points

TOTAL = 25 points

Topic

Please see our Blackboard course site for topic choices and students assigned to those topics.

Case Analysis

Each student is responsible for preparing and participating in one (1) team presentation of a Case Analysis. Case Studies are to be prepared, and will be evaluated according to the format and criteria outlined by the Professor.

Case Titles

Please see the Assignment Roster section for Case Titles and team assignments.

Process

1. Each student will be assigned to a Case Team. Then, by the end of Week #2, each Team will submit choices for Cases. As much as possible, Teams will receive their 1st or 2nd choice.
2. Your presentation is due on the date of the session your case is scheduled to be discussed in class. Maximum time for each presentation is 30 minutes (you will be timed!)
3. The only written requirement for this assignment is a copy of your presentation (i.e. PowerPoint or Prezi and any handouts) that is prepared according to the prescribed SAR format - Summary, Analysis, Recommendations and Update (to be discussed in detail in class) and a list of References.
4. References – include the case itself and any outside sources you reviewed to update the case; 3 to 5 references is suggested; cite and list the sources according to APA style.
5. On the first slide of your presentation, include:
 - a. Case Name
 - b. Last Names of each group member
 - c. Dr. Marabella
 - d. MGMT 365 A or B
 - e. Date of Presentation
6. Grading will be based on:
 - a. Presentation = 10 points
 - b. Content = 10 points
 - c. Case update = 5 points

MarketPlace Live

Each student is responsible for preparing and participating in a team project in which students form companies that compete in a business strategy Internet-driven simulation. Full details will be discussed in class. This simulation project will be considered the Final Exam. As such, each student must be present for each MarketPlace Live presentation, or risk failing the Final Exam.

The MarketPlace Live Simulation projects will be evaluated in two parts: Report to the Board & Presentation. Each group submits one Report, to which all members of the group contribute. Your grade (a maximum of 30 points) will be computed in the following way:

REPORT TO THE BOARD

Company Foundation

In this section, present the elements of your Company Foundation and the impact these elements had on decision-making, as well as how they evolved throughout the simulation.

Elements of the Company Foundation

Introduce your company mission, strategy, target markets, market size, geographic market, competitive posture and distinctive competencies (from the Goals & Strategies section in Quarter 1).

Impact and Evolution of Company Foundation

Discuss how the elements of your company foundation listed above impacted decision-making. For example, if your strategy included being a leader in technology, describe how this strategy impacted or influenced your manufacturing or R&D decisions. Also, discuss how these elements may have evolved or changed throughout the time your company was in business and the rationale or justifications for the changes. For example, if you were in all three target markets at the beginning of the simulation, but exited one of those markets during the game, discuss why you did this and what the impact was.

Performance Analysis

In this section, discuss your company's performance in terms of function areas and key decisions and actions.

Functional Areas

Summarize your company's performance in each of the following functional areas: Market Research; Marketing; Sales Channel; Human Resources; Manufacturing; Finance; and, Company Team. In the Company Team area, give a summary of the roles played, contributions made and adjustments needed within your company's team.

Decisions and Actions

Review and analyze "key" decisions made and actions taken throughout the simulation. Key decisions and actions are those which brought positive results, created challenges and issues, or resolved problems. This is not intended to be an exhaustive review of every decision and action, but rather a focused discussion on the most meaningful ones that impacted your company's performance in a positive or negative way. Include any outside literature or research, as well as course content and readings that you consulted before, during or after key decisions were made and actions taken.

Conclusions

In the final section, discuss what your team learned, as it relates to course content and readings, working on a team and running a company. And, consider how you would proceed in the game, if it were to be extended.

Team Learning

Discuss what your team learned through your experience with this simulation. Specifically, consider three components of learning that demonstrates how the simulation helped you: integrate or apply course content and readings to your decisions and actions; work more effectively on a team; gain insight and experience in running a company

Future

If given the chance to extend the simulation for at least another 2 rounds, describe what you would do differently. Consider team behaviors and roles, as well as company strategies and decisions in your discussion.

Appendices:

The following should be included in your Appendices: Cumulative Balanced Scorecard (all ten criteria); Cash Flow, Balance Sheet, Income Statement (show all six quarters); Financial Ratios – liquidity, activity, leverage, profitability and financial statement highlights (final quarter for ratios)

Report to the Board

Format = 1 point

References/Sources = 3 points

Report Overview = 5 points

Performance Assessment = 5 points

Conclusions = 4 points

SUB-TOTAL = 18

Presentation

The MPL Presentation is intended to be an entertaining and informative summary of your Board Report – the audience to whom you are presenting is your company’s chairman of the board (the professor) and your board of directors (the class).

Rather than reviewing the entire Report, select the most interesting and meaningful issues, achievements, challenges and solutions. Every group’s Presentation should begin with communicating your company’s name, mission, strategy, initial and final product markets and customer segments. Every group’s Presentation should end with a summary of what you learned (the last part of your written Report). In between, each group should cover the three to four major points described above. How you achieve this is up to you – the more creative, the better. Presentations should be no longer than 20 minutes, so that there is adequate time for “grilling,” I mean, questions.

Peer Evaluation:

For this component, each member of each Team will rank other members of their Team from 1 to 5 (5 is the highest score), using the Peer Evaluation Form which assesses collaboration, commitment and meeting attendance.

Instructor Assessment:

For this component, the Instructor will rate each Team from 1 to 3 (3 is the highest score) based on attention to vital issues, creativity, and ability to communicate and sustain audience attention.

Class Assessment:

For the final component of the Presentation, each Team will be evaluated by the class from 1 to 4 (4 is the highest score) based on the Team's ability to attract and maintain audience attention, use creativity and innovation in the presentation and demonstrate their understanding of vital company issues of performance.

Presentation

Peer Evaluation = 5 points

Instructor Assessment = 3 points

Class Assessment = 4 points
SUB-TOTAL = 12

Total Quality Participation

As outlined in the Expectations section of this syllabus, you are expected to attend all classes, come to class prepared and on time and participate as much as possible in all class sessions. All of these factors are considered in calculating your participation grade which is 20% of your final course grade.

Weekly News Update

For each class session, students should be prepared to present a news item relevant to the course. You may use the following sources: NPR Radio; KYW Newsradio; Daily Show, Colbert Report, CNBC, CNN; ABC, CBS, NBC and Fox News; Time, Newsweek and Atlantic Monthly; New York Times, Washington Post, Los Angeles Times, Wall Street Journal and The Morning Call. You must cite your source, but no written paper is required. A roster of possible topics can be found on our Blackboard coursesite.

MGMT 365A – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/14	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live</p> <p>STRATEGY: Defining Strategy Strategy & Performance</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/21	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Leadership Defining Strategy</p>	#1, 2 and 3			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>
3	1/28	<p>STRATEGY: Creating Strategy</p> <p>MARKETPLACE: Situation Analysis Mission & Strategy Start-Up</p>	#4 and 5	<p>Discuss Personality Type & Teams</p> <p>Situation Analysis</p>		<p>DUE: Personality Inventory DUE: SIA Topic A</p>
4	2/04	<p>STRATEGY: Ethics, Social Responsibility & Jelly Doughnuts</p> <p>CASES: Introduction to Case Studies</p> <p>MARKETPLACE: Practice Round</p>	#6 and 7		<p>Madonna - Handout (Professor)</p>	<p>Discuss and practice case presentations DUE: SIA Topic B</p>

MGMT 365A – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
5	2/11	STRATEGY: Great Boards MARKETPLACE: Marketplace Q1 Results	#8		WorldCom (Professor & Class)	DUE: SIA Topic C & D <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Monday, February 10 – 9pm)
6	2/18	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	#9 and 10		Case: Target (Team __)	DUE: SIA Topic E & F <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Monday, February 17 – 9pm)
7	2/25	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	#11		Case: JetBlue (Team __)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Monday, February 24 – 9pm)
8	3/04	SPRING BREAK				
9	3/11	STRATEGY: Competitive Advantage Customer Service MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	#12 and #13		Case: Chicago Museum (Team __)	DUE: SIA Topic I & J <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Monday, March 10 – 9pm)

MGMT 365A – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
10	3/18	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: Pfizer (Team __)	DUE: SIA Topic K & L Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
11	3/25	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Hyundai (Team __)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Monday, March 24 – 9pm)
12	4/01	CASES: Presentation #6 MARKETPLACE: Executive Briefings			Case: Bollywood (Team __)	<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/08	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Monday, April 07 – 9pm)
14	4/15	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/22	MARKETPLACE PRESENTATIONS				
16	4/29	FINAL EXAM				

MGMT 365B – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/15	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live</p> <p>STRATEGY: Defining Strategy Strategy & Performance</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/22	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Leadership Defining Strategy</p>	#1, 2 and 3			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>
3	1/29	<p>STRATEGY: Creating Strategy</p> <p>MARKETPLACE: Situation Analysis Mission & Strategy Start-Up</p>	#4 and 5	<p>Discuss Personality Type & Teams</p> <p>Situation Analysis</p>		<p>DUE: Personality Inventory DUE: SIA Topic A</p>
4	2/05	<p>STRATEGY: Ethics, Social Responsibility & Jelly Doughnuts</p> <p>CASES: Introduction to Case Studies</p> <p>MARKETPLACE: Practice Round</p>	#6 and 7		<p>Madonna - Handout (Professor)</p>	<p>Discuss and practice case presentations DUE: SIA Topic B</p>

MGMT 365B – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
5	2/12	STRATEGY: Great Boards MARKETPLACE: Marketplace Q1 Results	#8		WorldCom (Professor & Class)	DUE: SIA Topic C & D <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Wednesday, February 11 – 9pm)
6	2/19	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	#9 and 10		Case: Target (Team __)	DUE: SIA Topic E & F <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Wednesday, February 18 – 9pm)
7	2 /26	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	#11		Case: JetBlue (Team __)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Wednesday, February 25 – 9pm)
8	3/05	SPRING BREAK				
9	3/12	STRATEGY: Competitive Advantage Customer Service MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	#12 and 13		Case: Chicago Museum (Team __)	DUE: SIA Topic I & J <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Wednesday, March 11 – 9pm)

MGMT 365B – SPRING 2014 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Readings</u>	<u>Marketplace</u>	<u>Cases</u>	
10	3/26	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: Pfizer (Team __)	DUE: SIA Topic K & L Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
11	3/28	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Hyundai (Team __)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Wednesday, March 25 – 9pm)
12	4/02	CASES: Presentation #6 MARKETPLACE: Executive Briefings			Case: Bollywood (Team __)	<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/09	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Wednesday, April 8 – 9pm)
14	4/16	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/23	MARKETPLACE PRESENTATIONS				
16	4/30	FINAL EXAM				