MKT 201D Principles of Marketing
Fall Semester 2013 -- 3 credit hours
Instructor: Paul L. Sauer
Class meets: Monday & Wednesday
----- 1:00 to 2:15 p.m

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Office: Churchill Tower 402
Office Hours: M, W 10:00 to 11:15 a.m. and by appointment

REQUIRED TEXTBOOKS


- *MKTG* textbook website -- Supporting material is found online at the weblink listed on the back cover of your textbook: Online textbook support

- LINKS Marketing Simulation [http://www.LINKS-simulations.com/MP/index.htm](http://www.LINKS-simulations.com/MP/index.htm) requires a fee of about $35 is to be paid directly to LINKS through their website by each and every individual team member. (Failure to pay will result in a grade of 0 for the LINKS project, which is worth 475 of the 1000 points in the course.)

RECOMMENDED READING

- Marketing current news and information found through the *Marketing* textbook website.
- National business newspapers such as *Wall Street Journal* and *Barrons*, and business periodicals such as *Fortune*, *Forbes* and *Business Week*.
- Business section of local newspapers (*Buffalo News*) and local business newspapers such as *Business First*

Communications - ANGEL & GoToMeeting

Teacher-student communication in this course is conducted not only during class meetings and office hours, but also through the use online Internet software supported by Canisius College, namely Angel, accessed at [http://angel.canisius.edu](http://angel.canisius.edu). Please check Angel regularly for updates to the syllabus, the course schedule, and other course related matters.

Working on team projects can be difficult, especially when team members schedules make it difficult to physically meet. Increasingly new software developments, notably in the realms of *social media* and *cloud computing*, are enabling virtual collaboration between team members who cannot physically meet to work on a project. While you are free to use any media you wish to use to communicate and collaborate with your team members on the
LINKS project, there are two Canisius software offerings you should find very useful for virtual collaboration on LINKS.

1. Team-oriented communication features of Angel such as team chat rooms and team discussion boards and discussion threads may be helpful in your LINKS team project. Each team will have restricted team intra-communication privileges that members of other teams cannot view set up Angel.

2. This past summer Canisius has adopted and implemented Citrix GoToMeeting software. GoToMeeting now offers us a new 'student room' feature. Please sign up if you have not already done so. Please sign up for your own GoToMeeting accounts now at: http://www.canisius.edu/gotomeeting.

COURSE DESCRIPTION

This course provides participants with an overview of the marketing institutions and functions of marketing in the economic, socio-cultural and political-legal environments. A computerized market simulation (LINKS) is used to provide you with an understanding of the dynamics of decision-making only found in a real-world type marketing environment.

PREREQUISITE COURSES

See Canisius Undergraduate Course Catalog for the most up-to-date prerequisite course information. In addition, it is strongly recommended that you have completed core business courses in financial accounting, microeconomics and calculus.

COURSE OBJECTIVES

- To discover how marketing affects the lives of participants as consumers.
- To demonstrate how to relate marketing to the student's own major or field of interest.
- To understand the diversity of the marketing environment, and the environmental impact on marketing decisions.
- To understand the nature of customer needs and demands, the dynamics of market behavior, the general structure of marketing plans, and the role of product, promotion, place, and pricing decisions in the strategic planning process.
- To be able to apply marketing concepts, analytical skills, and various technologies to specific problems in a way that includes an ethical understanding of the consequences of marketing decisions and subsequent actions.
- To develop a sense of the global nature of marketing today and the multicultural aspects of designing effecting marketing strategy.
- To develop communication skills – both oral and written.
- To improve your ability to deliver effective oral presentations.
- To work effectively in teams and develop a sense of team leadership.
LEARNING STRATEGIES

TEXTBOOK READINGS & WEBSITE

You are expected to read each textbook chapter prior to the class meeting for which it is assigned -- see COURSE SCHEDULE. Be prepared to ask and answer questions from the text on the scheduled date. Tests will be based upon material from the text, lectures, and cases, so it is important for you to keep up with the reading and homework.

Your MARKETING textbook provides excellent supporting material -- cases, videos, flash cards -- for this course through the textbook website: MKTG6. Some of this material will be used during classes to provide a basis for discussion and student participation. Other material such as a sample marketing plan will be useful in completing your assignments. Sample test questions similar to those on your exams are also found at the textbook website and will help in preparation for midterm exams and the final exam.

PARTICIPATION

All students are expected to attend every class session, prepare all homework assignments, pre-read every chapter, obtain a Canisius network account, and actively participate in the team project. Student interaction and involvement is encouraged as participation credit will be given for positive contributions to class discussions. I will call upon each of you from time to time to contribute. In addition, you are free to make comments and ask questions at any time during the class. It is important that you arrive on time and not leave early, as late entrances and early exits are disruptive and inappropriate. If you have a verifiable university-sanctioned reason for missing class, such as illness, death, field trip, military obligation, or religious holiday, please speak with me as soon as possible. Otherwise, I do not accept late work.

LINKS – TEAM PROJECT

The LINKS simulation enables you to apply the principles and concepts presented in your textbook and discussed in class, and to develop decision-making skills in a dynamic competitive environment simulating the real world. The simulation involves global competition for product sales and market share. There are eight decision periods distributed throughout the latter part of the semester. You will make decisions as a company managerial team. Your company team of students will operate a company making marketing decisions each decision period. You are free to give your company any name you wish. You may also designate members of your team as specific corporate officers – C.E.O., C.F.O., etc. -- assigned to various leadership positions.

Marketing decisions for the game will be due as shown on the course schedule. Do not submit the decisions directly to me, rather, submit all decisions directly through the LINKS Internet website. The LINKS website will provide the results of your decisions directly to you within 10 minutes after the time deadline for submitting decisions has passed. You will receive both a text as well as Excel version of the decision period results. Your
company will then be responsible for reading the results and submitting your next decision by the dates shown in the Course Schedule.

LINKS: FORMING TEAMS AND COMPANIES

Teams and Team Leaders

Students will be assigned to a team (company) for LINKS. Because Principles of Marketing is required of all business majors, assignment of students to teams is designed to balance the diversity of student majors and backgrounds as best possible. Although course drop-and-add and/or withdrawals during the course may require some companies to adjust to fewer managers, in general the company members will remain together for the remainder of the semester. Working in a company can be both difficult and rewarding. It is often difficult to manage the various personalities and equitably distribute the work. Schedule regular weekly meeting and distribute work fairly. Developing the necessary skills to work productively with members of your company is a goal of this class.

Each team is required to elect a team leader who will serve as CEO. The team leader will be responsible for managing the decision entries every decision period. From time to time the team leader may be the team representative who meets with me to discuss progress in LINKS.

Team Member Termination Policy

Each team is required to submit a one-page termination policy by Thursday September 13. Because LINKS requires a high level of student interaction and involvement in the team planning and decision making process, your team (company) must develop ground rules regarding such issues as roles and requirements of team members, how to resolve decision conflicts, and the basis for which a team member may be fired from the company.

PEER EVALUATIONS: At the end of the game each company member will rate the cooperation and performance of other members of their team on a PEER Evaluation form. Team PEER evaluations will be used to reduce grades on LINKS assignments of any member who fails to fully participate in company decision-making, report writing and other team efforts.

If there are problems with company members, consult with me as soon as you realize the problem. Do not hesitate. Action will be taken immediately to insure that your company runs effectively. If lack of participation is observed during the early part of the semester, the student will be warned. If lack of participation persists, the delinquent team member will be dropped from the team.
LINKS: PERFORMANCE

The grading for the Performance in LINKS will be based on the performance score obtained after 8 decision periods (note the Key Performance Indicators <KPI>). The game provides feedback in the form of income statements, balance sheets, and marketing research reports. To enhance performance you need to effectively utilize the feedback you receive from LINKS. Effective use of the feedback requires reflective thinking and accurate application of analytical skills. A key to achieving a good performance score regards the sustainability of market advantage over competitors. This requires monitoring competitors by effective utilizing using financial and marketing research reports.

To get off to a good start and improve performance during the semester, you need to look over the game instructions and understand the nature of your decisions and how the game functions. A participant’s manual is available for free from the LINKS website. In addition there is a self-administered online quiz as well as tutorials such as “how to improve forecasting” available at the LINKS website.

LINKS: WRITTEN FINAL REPORT

Use your first two assignments requiring development of a marketing plan to assist your team in formulating your final report. To prepare to compile your final report that will be due at the end of the semester, you will also need to keep records of the output from LINKS for each decision period plus your decisions in a spreadsheet. LINKS provides output in Excel spreadsheets to assist you – for samples see http://www.links-simulations.com/PHP/identify.php. It is also important to keep a log of your decisions for each period and a diary of the issues discussed for each decision and how you arrived at that decision.

In your spreadsheet you will want to include the data from your income statement, some data from your balance sheet, plus your decisions and related data. Each column in your spreadsheet should be a decision period. Use the first column in your spreadsheet to list the names of the data elements that you will be entering, and the first row of your spreadsheet to list the decision periods. As the semester progresses and you become more adept at making decisions, you will want to fine tune your decision making process by utilizing various analytical techniques such as that you have learned in other business school courses, some of which will be discussed during the course, especially the latter half of the course. This is where reflective thinking becomes critical.

It will be important to discuss the analytical techniques you use, their impact on your decision-making ability and the changes in your company's strategic direction when you write your final report. I will instruct you as to the format of this final report. Each company will submit its final written report on the date indicated in the Course Schedule. Late reports will result in a reduction of grade.
PRESENTATION SKILLS

Success in business requires good communication and presentation skills. Even if you do not directly work in sales, you may be called upon to present ideas, decisions, plans and other aspects of your work to your supervisor and fellow employees. In this course we will discuss ways in which you can improve your presentation skills. You will have opportunities to make presentations to the class. One of these opportunities will occur the day Assignment 3 is due, while another will occur at the end of the semester when you present your company’s performance and future direction to the other students in the class at the annual shareholders meeting.

LINKS: ORAL PRESENTATION – Annual Shareholders Meeting

Each company will be responsible for orally presenting the results of their company's performance as detailed in the final report to the class. This will provide an opportunity for you to conduct and deliver effective oral presentation of your firm’s decision making skills and resulting operating and financial performance. The forum for the oral presentation is to take the form of an annual meeting of shareholders in which the past decisions and their impact on profits, etc. are discussed, followed by a proposal for the company’s future strategic direction. Remember, both the written final report and the oral presentation are your means of selling your company to the shareholders and potential investors and creditors.

Members of the other companies, your classmates, acting as shareholders will grade both the content and style of your oral presentation. One suggestion for the oral presentation is to assign one team member to present an overview of the company followed by an introduction of each topic and speaker. Also, in writing your final report you will want to include tables in your document, BUT in presenting the report orally you will want to substitute graphical displays (bar charts, etc.) for tables. Some class time will be devoted to ways in which your presentations should be conducted and improved. This team project will strengthen your presentation skills, reinforce your knowledge of the textbook material, develop your team-building ability, and showcase your creativity.

TYPEWRITTEN ASSIGNMENTS

There will be three typewritten assignments due during the semester. All assignments must be typewritten double-spaced, 12-point font.

TEAM Assignments 1 and 2 are to be done by your LINKS company team with each of assignments 1 and 2 handed in on a LINKS team basis.

Team Assignment 1 – SWOT Analysis - Due Thursday September 27 -- requires your team to prepare a Mission Statement with a Strategic Focus and Situation Analysis for your team’s LINKS company (see Steps 1 and 2 on pages 24 to 27 in Chapter 2 of your MARKETING textbook.) This should include a SWOT analysis. All information for this will come from the LINKS simulation documents. Sample SWOT analyses can be found through the MARKETING website. Other examples and sample marketing plans can be
found at: www.bplans.com/dp/ and at www.mplans.com. You may list content in bullet points, but be sure to include sufficient detail or your grade will suffer.

**Team Assignment 2 – Due Tuesday October 16** -- requires your team to perform STP and prepare a **Marketing Mix Strategy** to achieve your LINKS company objectives (see Steps 3 and 4 on pages 27 to 32 in your *MARKETING* textbook.). Also see www.mplans.com for examples. In assignment 2 you will build on your mission statement with the strategic focus and situation analysis described in assignment 1 by specifying strategic directions, the target market(s) and the marketing mix for achieving sustained competitive advantage. You can test ideas for growth using the pro-forma simulation in LINKS. **Assignment 2 requires reflective thinking that goes beyond what the LINKS simulation documents provide.** Sample marketing plans can be found at: www.bplans.com/dp/ and at www.mplans.com.

**INDIVIDUAL Assignment 3 – Due Tuesday November 20** -- This assignment **MUST BE DONE INDIVIDUALLY, NOT AS A TEAM.** --- it requires you to develop the contents for a social media blog. It may contain a discussion of the MKT201 course as a “product” for which opinions as to how it contributes to your career development are expressed -- or -- it may be a mini-marketing plan to market yourself.

If you choose to do a mini-marketing plan to market yourself, you are the product. Your goal is to sell yourself to a company. First decide on an organization for which you would like to work and the position or type of work you would like to do for that organization. If you haven’t yet done so, register with the Canisius College Career Center and speak to Rosalyn about careers. The Career Center has a wealth of literature on organizations plus offers the ability to do online searches and to post your resume online. Other useful sites: 1.) Career Planning for College Students 2.) Best-Paying Jobs for Business Majors. Use this information to do a mini-marketing audit to determine the nature of the company, its growth potential, and the requirements of the position you seek. To complete this assignment you will need to do the following:

- Perform a SWOT analysis (see your textbook website for SWOT examples). Make a detailed list of your strengths and weaknesses. Strengths and weaknesses **pertain to YOU**, not to the organization or company with which you intend to be employed. For example, if you are good in languages, have taken a number of courses and are fluent in two or more languages, this may be one of your strengths. If you are not good in math and have avoided any rigorous statistics or analytic-type courses, this may be a weakness. You also should rank strengths and weaknesses.
- Next make a list of threats and opportunities; these **pertain to the organization you are targeting for employment** and the environment in which they operate. They do not pertain to you or your characteristics.
- Now match your strengths and weaknesses with the organizational opportunities and threats and discuss how well "you as a product" fit with the position and organization for which you would like to work. How do your strengths align with the organization’s opportunities? What can you offer to make this a better company? Is this the firm you’d like to work for upon graduation? Would you like to do an internship with this company?
EXAMS and QUIZZES

Seven unannounced 10-question pop quizzes worth 30 points each will be given at the beginning of class. Quizzes will be timed. You will have 20 minutes for each quiz. Quizzes will be based on material in the chapter assigned for reading for that day. No make-up quizzes will be given. If you fail to show up for a quiz, you will forfeit the 30 points. There will also be two quizzes based on LINKS, each worth 30 points. Of these nine quizzes, your lowest quiz grade will be dropped. Thus the maximum points available on quizzes will be 240 points.

Two midterm exams worth 100 points each will be given during the semester. You will be tested on all material from your textbook plus material covered in class lectures and discussion are designed to clarify concepts in the textbook. Each test consists of questions that require you not only to know the definitions or meaning of terms and concepts but also to BE ABLE TO APPLY THEM TO MARKETING SITUATIONS, similar to real-world-type examples, but not necessarily identical to those, provided by your MARKETING textbook. See the Course Schedule for exact midterm exam dates.

The final exam will be comprehensive and worth 150 points toward your grade.

GRADING

Grading is based on a total of 1000 points. Both the number of points for each assignment, exam, etc. plus the letter grade assigned for each range of points out of 1000 are shown in the table on the next page. Grades on individual assignments, tests, etc. will not be curved. It may be possible that at the end of the course a rescaling of total course points required for letter grades will be performed, but that will depend on the range of scores in the class.

<table>
<thead>
<tr>
<th>Work Evaluated</th>
<th>Points</th>
<th>Letter</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment (Individual)</td>
<td>75</td>
<td>A</td>
<td>930-1000</td>
</tr>
<tr>
<td>Midterm</td>
<td>100</td>
<td>A-</td>
<td>900-929</td>
</tr>
<tr>
<td>Quizzes – Unannounced + LINKS</td>
<td>240</td>
<td>B+</td>
<td>870-899</td>
</tr>
<tr>
<td>LINKS Assignment 1 -- Situation Analysis</td>
<td>50</td>
<td>B</td>
<td>830-869</td>
</tr>
<tr>
<td>LINKS Assignment 2 -- Strategic Marketing Plan</td>
<td>50</td>
<td>B-</td>
<td>800-829</td>
</tr>
<tr>
<td>LINKS Performance</td>
<td>150</td>
<td>C+</td>
<td>770-799</td>
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<tr>
<td>LINKS Oral Presentation</td>
<td>60</td>
<td>C</td>
<td>730-769</td>
</tr>
<tr>
<td>LINKS Final Written Report</td>
<td>125</td>
<td>C-</td>
<td>700-729</td>
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<tr>
<td>Final Exam</td>
<td>150</td>
<td>D</td>
<td>600-699</td>
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<tr>
<td>Total</td>
<td>1000</td>
<td>F</td>
<td>Below 600</td>
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</table>
PROGRESS IN COURSE

At any time during the semester you can determine your progress in this course by dividing the total points you have earned up to that date by the maximum number of points you could have earned and multiplying this quotient by 100. Then use the letter grade chart above to determine into which letter grade range you would fall. By adding the number of points still available in the remainder of the course, you can estimate based on your projected performance what your expected grade in the course may be. **No curving or rescaling of the letter grade scale will be done on individual assignments, quizzes or exams.** At the end of the semester when all grades are in, I will reevaluate the scale to determine if an adjustment should be made. Every semester there are usually students who fail this course, so failure is an option.
COURSE POLICIES

- **Attendance:** There is no minimum or maximum number of absences set for this course. Students are expected to prepare for each class, to attend regularly, and to make responsible decisions about time management and attendance. No make-up privileges will be granted for classes, quizzes or exams missed without a valid reason (e.g. verifiable illness, accident, etc.).

- **Academic Conduct:** Students are expected to conduct themselves in an ethical manner in this course. Guidelines of unacceptable behavior and the penalties incurred by such are described in the Academic Misconduct section of the Canisius College catalog (http://www.canisius.edu/catalog/default.asp). Essentially the Code is self-administered as follows:

  The Code of Academic Integrity automatically binds all Canisius College students. As a reminder and reinforcement of the ideals this code embodies, faculty members are asked to place a pledge on scheduled tests and assignments, as well as in the course syllabus. Students, in turn, are asked to carefully consider and sign the pledge, which reads:

  As a member of the Canisius College Community, I understand and will uphold the standards for academic behavior as stated in the Code of Academic Integrity.

  Signed _______________________________ Student ID ___________________

  Please include this pledge along with your signature on all written assignments, reports, etc. that you hand in to me during the semester.

- **Plagiarism & Team Projects:** Students working in teams have the obligation to check each other’s submissions to guarantee that no part of the team submitted document is plagiarized. In the event that any part of a team project is plagiarized, all members of the team will be held responsible and penalties will be applied to all, regardless of whether or not one member later confesses. Submissions may be checked for plagiarism by utilizing one of the programs such as Turnitin.com available through the Canisius College library website.

- **Withdrawal:** Students may withdraw from this course without academic penalty at any time before the end of the twelfth week of the semester. Please consult the online Canisius College catalog (http://www.canisius.edu/catalog/academic.asp) for further details.

- **Disabilities and Health Issues:** Students with disabilities (e.g. dyslexia, hearing impairment, etc.) which might make it difficult to complete any activities, assignments or testing required in this course should notify the instructor as soon as possible so that appropriate arrangements may be made. They should also contact the Office of Disabilities Support Services (Old Main 004, ext. 3748) for detailed
information about campus resources and services available to them. Students with health conditions (e.g. seizures, hypoglycemia, etc.) which might require emergency intervention during class time are encouraged to share this information with the instructor so that appropriate care may be provided in the event of a classroom occurrence.

**LEARNING ASSISTANCE**

**Learning Assistance:** Students who wish to pursue learning beyond the classroom or who are encountering difficulty in this course should consult with the instructor. The Department of Academic Development (Old Main 319, ext. 2265) also provides tutorial assistance to students upon demand.
## TENTATIVE COURSE SCHEDULE

Please consult the Angel website for this course for any announcements, changes, etc. to this course schedule.

Readings:  \( \text{MKTG}^6 = \text{Lamb, Hair & McDaniel, MKTG}^6, 6^{\text{th}} \text{ ed.} \)

<table>
<thead>
<tr>
<th>Date</th>
<th>MKTG(^6) Readings</th>
<th>LINKS Readings and Decision Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>M -- 8/26</td>
<td>Introduction/Chapter 1: Overview of Marketing</td>
<td>Overview of LINKS Companies Formed</td>
</tr>
<tr>
<td>W -- 8/28</td>
<td>Chapter 2: Developing Marketing Strategies</td>
<td>LINKS Companies Finalized – CEO Elected</td>
</tr>
<tr>
<td>M – 9/2</td>
<td>\textit{Labor Day No Class}</td>
<td>\textit{Labor Day No Class}</td>
</tr>
<tr>
<td>W -- 9/4</td>
<td>Chapter 3: Marketing Ethics</td>
<td>LINKS Companies Finalized – CEO Elected</td>
</tr>
<tr>
<td>M -- 9/9</td>
<td>Chapter 4: Marketing Environment</td>
<td>\textbf{LINKS: Discussion of Game – read manual}</td>
</tr>
<tr>
<td>W -- 9/11</td>
<td>Chapter 6: Consumer Behavior</td>
<td>\textbf{LINKS Quiz - Decisions}</td>
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<tr>
<td>M -- 9/16</td>
<td>Chapter 7: Business Markets</td>
<td>\textbf{LINKS: Member Termination Policy Due}</td>
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<tr>
<td>W -- 9/18</td>
<td>Chapter 5: Global Vision</td>
<td>\textbf{LINKS Quiz Market Research}</td>
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<tr>
<td>M -- 9/23</td>
<td>Chapter 9: DSS &amp; Research</td>
<td>\textbf{LINKS Marketing Plan Strategic Market Planning}</td>
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<tr>
<td>W -- 9/25</td>
<td>Chapter 8: Segmentation, Targeting and Positioning</td>
<td>\textbf{ASSIGNMENT 1 DUE}</td>
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<tr>
<td>M -- 9/30</td>
<td>\textit{ASSIGNMENT 1 DUE} Chapter 10: Positioning &amp; Concept Testing</td>
<td>\textbf{ASSIGNMENT 1: LINKS Situation Analysis (SWOT) Due}</td>
</tr>
<tr>
<td>W -- 10/2</td>
<td>Chapter 11: Developing New Products</td>
<td>\textbf{LINKS Decision 1 Due}</td>
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<tr>
<td>M -- 10/7</td>
<td>\textbf{MIDTERM EXAM #1}</td>
<td>\textbf{MARKETING Chapters 1 – 10}</td>
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<tr>
<td>W -- 10/9</td>
<td>Chapter 12: Services</td>
<td>LINKS Decision 2 Due</td>
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<tr>
<td>M -- 10/14</td>
<td><strong>Fall Holiday</strong></td>
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| W -- 10/16| ASSIGNMENT 2 DUE  
Chapter 19: Pricing Concepts                                     | ASSIGNMENT 2:  
LINKS Strategic Marketing Plan Due               |
| M -- 10/21| Chapter 19: Pricing Concepts                                                  | LINKS Decision 3 Due                               |
| W -- 10/23| Chapter 20: Pricing Strategy                                                  |                                                  |
| M -- 10/28| Chapter 13 Supply Chain Management                                             | LINKS Decision 4 Due                               |
| W -- 10/30| Chapter 14 Marketing Channels & Retailing                                     |                                                  |
| M -- 11/4 | Chapter 14 Marketing Channels & Retailing                                      | LINKS Decision 5 Due                               |
| W -- 11/6 | Chapter 15 Marketing Communications & Promotion Strategy                      |                                                  |
| M -- 11/11| Chapter 16: Advertising, Sales Promotion & Public Relations  
**ASSIGNMENT 3 Due:**       | LINKS Decision 6 Due   
**ASSIGNMENT 3 Due:**         |
| W -- 11/13| Chapter 16: Advertising, Sales Promotion & Public Relations                      | LINKS Decision 7 Due                               |
| M -- 11/18| Chapter 17: Personal Selling & Sales Management                                | LINKS Decision 8 Due                               |
| W -- 11/20| Chapter 18: Social Media                                                        |                                                  |
| M -- 11/25| Team Projects Day                                                               | No formal class meeting:  
Work with team to finalize  
LINKS written & oral report |
<p>| W -- 11/27| <strong>THANKSGIVING HOLIDAY - NO CLASSES</strong>                                          | <strong>THANKSGIVING HOLIDAY - NO CLASSES</strong>              |</p>
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<thead>
<tr>
<th>Date</th>
<th>MKTG⁶ Readings</th>
<th>LINKS Readings and Decision Dates</th>
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<tr>
<td>M -- 12/2</td>
<td>LINKS Oral Presentations</td>
<td>LINKS Written Reports due at beginning of class for ALL TEAMS</td>
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<tr>
<td>W -- 12/4</td>
<td>LINKS Oral Presentations</td>
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<td>DEC. 9 – 13</td>
<td>FINAL EXAM</td>
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