
Course Name: Operations Management
Course Number: OPER 3100 (Section 001, 002, 003)
Term: Fall 2023
Course Day/Time:
Sec 001 MWF 12:20 to 1:10 PM
Sec 002 MWF 1:25 to 2:15 PM
Sec 003 MWF 2:30 to 3:20 PM
Room: McEniry 117

Instructor: Dr. Al Turovlin, CPA, CGMA
Contact Information: Please use my UNCC email.
Email: aturovli@uncc.edu
Office Hours:
Tuesday and Thursday 2:30 to 5:00 or by appointment
Office: Friday 352B

Course Information

Format: This course will be taught in-person and include class participation and asynchronous on-line assignments (Connect). Class will meet in-person three times per week, although Work-From-Home (WFH) assignments may be given to replace individual in-person classes.

This syllabus contains the policies and expectations I have established for OPER 3100 Sections 001, 002, 003. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class or by written or email notice or by changes to this syllabus posted on the course Canvas website. Please make sure you check your emails and Canvas on a regular basis.

Course Description and Prerequisites

OPER 3100. Operations Management. (3) Prerequisites: MATH 1120, STAT 1220, ACCT 2121, 2122; ECON 2101, 2102; INFO 2130; junior standing.

Introduction to and development of the management functions in manufacturing and non-manufacturing organizations. The course takes a systematic approach to the organizational environment, the basic operating functions, the problems, and decisions a manager encounters and includes solution techniques and models. Computer applications are included where appropriate.

Course Learning Goals and Objectives

The operations function involves managing the activities and resources necessary to make products and/or provide services. Therefore, it is a basic function that must be performed in all business organizations. Management of operations in today's business environment usually involves significant computer usage and mathematical and statistical modeling. This class provides a working understanding of the models and techniques useful in operations management. The foundation for such an understanding will be built by examining selected problem areas and widely recognized modeling approaches to dealing with them.

Upon completion of this course student will be able to:

- Recognize the importance of operations and supply chain management in the decision-making process.



- Explain various production processes and service systems.
- Apply operations and supply chain concepts to business operations.
- Analyze problems that arise in the management of operations.
- Solve operational problems and develop logical conclusions.

Course Approach

Although the instructor will be responsible for delivering basic concepts to students, textbook readings, supplemental readings, cases, lectures, class discussions, and student presentations will help to convey the main body of knowledge and to stimulate the desired critical thinking. The instructor will serve as catalyst, facilitator, and evaluator in a collaborative learning experience. The most effective learning will result from your involvement in critical thinking through class discussions and presentations as well as through your homework assignments.

Required Course Materials

This course is part of the First Day™ program. Required digital course materials are delivered in Canvas at the discounted rate billed to your student account. Please visit the First Day website to learn more about the program. <https://aux.uncc.edu/first-day>.

- F. Robert Jacobs and Richard Chase (2018). Operations and Supply Chain Management, 17th edition, McGraw-Hill. ISBN 978-1-260-23890-7 (Bound Edition), ISBN 978-1-260-70637-0 (Loose Leaf Edition).

Assessment & Grading

Each assignment is graded using a rubric and points. The rubrics are posted on the course site. Points are added and the total number of points are used to calculate the final grade in the course based on the percentages below.

Assessment	Percentage
Exam 1	15%
Exam 2	20%
Exam 3	20%
Exam 4	15%
One Pager	10%
Class Participation	10%
Homework & Quizzes	10%
Total	100%

The point ranges for each course grade are:

Total Percentage Earned	Letter Grade
90% and Above	A
80% to 89%	B
70% to 79%	C
60% to 69%	D
59% and below	F



Course Assignments

Exams (70%)

Four exams will be scheduled for the course, two exams, each equal to 15% and two exams, each equal to 20% of the final grade. The exams will consist of multiple choice, true/false, short answer, and essay questions. The exams are non-cumulative and will cover assigned readings (chapters, articles, cases, and lectures).

The “One Pager” (10%)

A semester long exercise will involve defining a set of questions based on readings, interviewing a business, and then creating a one-page summary. The overall 10% will be distributed as follows:

Interview Date & Interviewee Selection	25 Pts
Interview Questions – 10 to 15 written questions	100 Pts
Interview Question Reference (sections, page #s)	100 Pts
One Pager Notes from Interview	25 Pts
One Pager Question Reconciliation to Interview Question Reference (above)	50 Pts
One Pager Executive Briefing Document	200 Pts
Total Points	500 Pts

Homework (10%)

Problems are assigned for each chapter in McGraw Hill Connect. A typical chapter consists of the eBook and associated concept questions plus ten to fifteen additional questions covering definitions and problems. Students should plan on two to four hours weekly. Most assignments are due on Sunday nights. Students are strongly encouraged to complete these exercises as the effort reflects in performance on class participation and the exams.

Class Participation Exercises (10%)

Class participation refers to regular class attendance, contributing positively, regularly, and significantly to class discussion, being well-prepared for class, as well as the timely and careful completion of assigned class exercises. The class participation grade will consist of selected class assignments, polls, and active participation. Students can work on class assignments individually or choose to work with their peers. Class assignments are typically assigned by 8:00 AM on the day of the class, posted to Canvas, discussed in class, and expected to be completed within 24 hours. Late assignments will have a 10% reduction in grade per day and after one week will no longer be accepted.

Credit/Semester Hours

This course, OPER 3100, requires 750 minutes of classroom or direct faculty instruction and a minimum of 1500 minutes of out of class student work for each one semester hour of credit. Each credit hour corresponds to 50 minutes per week of classroom or direct faculty instruction and 100 minutes of out of class work per week for a 15-week semester, or the equivalent amount of work over a different amount of time. [UNC Charlotte Academic Policy: Academic Credit Hour](#). Please allocate an appropriate amount of time outside of class.

Course Policies

Make-up Policy and Late-Work Policy

Assignments are due no later than the due dates. Late submission of work will result in having 10% deducted (rounded down to the closest point or half-point) for each day the assignment is late. After one-week, late assignments will not be accepted. For example, for an assignment worth “5 Points” on which you earned “4 Points”, your grade will be reduced to “3 Points”. An assignment worth “25 Points” on which you earned “22 Points” and submitted within 24 hours after the deadline will result in a grade of “19.5 Points”.

It is up to the student to monitor Canvas and submit assignments in a timely manner and they will be held accountable to the dates even with excused absences. Make-up exams/assignments will NOT be given except in cases of serious medical emergencies as evidenced by a written doctor's excuse or UNCC approved activities. Permission for UNCC approved activities must be obtained from UNCC and provided prior to the scheduled exam time. For students missing an exam with an approved excuse, accommodations may be made at the discretion of the instructor.

Additional Assignment Policies

- The instructor reserves the right to make changes to the schedule.
- Each student is responsible for identifying/obtaining materials and assignments by regularly checking Canvas.

Writing Standards and Format

- Look over and double-check all your writings.
- Appearance, style, format, neatness, spelling and everything else counts.
- Written reports and presentations are very important in business.
- As a business school course, all written communication is expected to conform to the highest business standards.

Community

During this course, you are expected to work independently, interdependently, and collaboratively. Some assignments are to be completed individually while others involve discussions among classmates or teamwork. You are encouraged to bring your relevant knowledge, and experience into the class and contribute to the learning. These approaches are designed to address a wide range of learning styles, support learning at the personal, team, and class levels. Please consider how you share what you share, how you challenge and support others, and how you contribute to the class environment. You are expected to demonstrate respect and professional behaviors by completing assignments on time and in ways that demonstrate high quality, clarity, and contribute to the learning of others.

Class Conduct:

I will conduct this class in an atmosphere of mutual respect. I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various topics of class discussions. The conflict of ideas is encouraged and welcome. The orderly questioning of the ideas of others, including mine, is similarly welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion. You should expect that if your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.



All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at <https://legal.charlotte.edu/policies/up-407>.

The use of cell phones, smart phones, or other mobile communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period. Students are permitted to use computers during class for note-taking and other class-related work only. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period.

Laptop and Webcam Requirements

All students taking business courses, which includes all students in this class, are required to have their own personal laptop computer, with a working webcam and microphone. It is each student's responsibility to have a working laptop that meets the minimum requirements in accordance with the Belk College Laptop Policy, has the required course software installed, and is ready for classroom usage. It is each student's responsibility to have their laptop charged and ready for usage prior to class time. Students should expect that charging of devices may **not** be possible during class time. Therefore, battery life should be sufficient to last through an entire class period.

All students are required to abide by the UNC Charlotte [Title IX Grievance Policy](#), [Sexual Harassment Policy](#), and the policy on [Responsible Use of University Computing and Electronic Communication Resources](#). Sexual harassment is prohibited, even when carried out through computers or other electronic communications systems, including course-based chats, breakout rooms, or message boards.

Respondus Lockdown Browser

This course may use LockDown Browser with Monitor for online exams and assessments. While there is no cost to you to use the software, you are required to have a webcam, which may be built into your computer or may be an external camera. Use a Mac or PC computer; Chromebooks are not compatible. Watch this [short video](#) to get a basic understanding of LockDown Browser and the Monitor webcam feature.

During remote course exams or assessments, your participation may be video recorded with your webcam using Respondus Monitor. Respondus Monitor is a companion product for LockDown Browser that enables students to record themselves with a webcam and microphone during an online exam. These video recordings may be submitted to [Student Accountability & Conflict Resolution](#) as evidence in suspected cases of violations of the [Code of Student Academic Integrity](#).

The Respondus system allows access to your webcam only while the exam/assessment is in progress. UNC Charlotte and its faculty do not have access to your webcam at any point outside of the assessment setting. You are responsible for obtaining an external webcam with microphone if no functioning built-in camera is available on your device. Students may [borrow laptops](#) and [webcams](#) from Atkins Library.

[Download and install](#) LockDown Browser to your Mac or PC computer. Please make sure that you have installed and updated LockDown Browser to these specifications, and that you understand how Lockdown Browser operates. Incorrect installation may trigger academic integrity violations.



For information about checking LockDown Browser and webcam setup, test-taking guidelines, webcam video tips, as well as security and privacy information, please review [Online Testing Guidance](#) from the Center for Academic Excellence.

If you are not comfortable being recorded or monitored through a webcam during an assessment, you may request an alternative monitoring method prior to the scheduled assessment, such as using a testing center on campus, giving sufficient time for me to arrange alternate methods of proctoring the assessment. Students with academic accommodations may use the Disability Services testing center.

Academic Integrity

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code and on the [Student Accountability & Conflict Resolution website](#). The Code is available from the Dean of Students Office or online at legal.charlotte.edu/policies/up-407. Additional resources are available on the [Student Accountability & Conflict Resolution website](#).

Materials, equipment, websites, or tools are prohibited for completing course assignments, quizzes or examinations, or other academic exercises unless I explicitly permit such use for legitimate pedagogical purposes. The materials include, but are not limited to ChatGPT, or other generative artificial intelligence tools, online course material suppliers like CourseHero or Chegg.

My lectures and course materials, including presentations, tests, exams, outlines, and similar materials, are protected by copyright. I am the exclusive owner of copyright in those materials I create. I encourage you to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute lecture notes and course materials publicly without my express written consent. This includes providing materials to commercial course material suppliers such as CourseHero, Chegg, and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor's course materials may be in violation of [University Policy 406, The Code of Student Responsibility](#), or [University Policy 407, Code of Student Academic Integrity](#). Similarly, you own copyright in your original papers and exam essays. If I am interested in posting your answers or papers on the course web site, I will request your written permission."

Violation of these syllabus policies may result in appropriate academic penalties, including reduction of grade in the relevant assignment, project, test, or exam. If violation of these syllabus policies also implicates the Code of Student Academic Integrity because of alleged [academic misconduct](#), I will follow the [process outlined in the Code](#) to address such cases.

Disability Accommodations

UNC Charlotte is committed to accessibility and inclusion in education. If you have a disability and need academic accommodations, send me your Accommodation Letter through the DS Portal as early as possible. I encourage you to meet with me to discuss the accommodations outlined in your letter. For more information about accommodations, contact the Office of Disability Services at 704-687-0040 or disability@charlotte.edu

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to

ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Class Guidelines and Expectations

Ground Rules for the Class

I invite you to join me in creating and learning in a mutual learning environment. Mutual learning involves the following values: transparency, curiosity, informed choice, accountability, and compassion. To foster such an environment in this course here are some ground rules I suggest we follow (Schwarz, 2013, 79):

- State views and ask genuine questions
- Share all relevant information
- Use specific examples and agree on what important words mean
- Explain reasoning and intent
- Focus on interests, not positions
- Test assumptions and inferences
- Jointly design next steps
- Discuss undiscussable issues

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of [University Policy 406, The Code of Student Responsibility](#). Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

UNC Charlotte is committed to maintaining an environment conducive to learning for all students and a professional workplace for all employees. The University takes active measures to create or restore a respectful, safe, and inclusive environment for community members that is free from discrimination, discriminatory harassment, and interpersonal violence. If you (or someone you know) has experienced any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with civil protective orders, and more.

Please be aware that all UNC Charlotte employees, including faculty members, are expected to relay any information or reports of discrimination, discriminatory harassment, or sexual and interpersonal misconduct they receive to the [Office of Civil Rights and Title IX](#). This means that if you tell me about a situation involving these matters, I am expected to report the information. Although I am expected to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact the following on-campus resources, who are not required to report the incident to the Office of Civil Rights and Title IX: (1) Center for Counseling and Psychological Services (CAPS) (caps.charlotte.edu, 7-0311); or (2) Student Health Center (studenthealth.charlotte.edu, 7-7400). Additional information about your options is also available at civilrights.charlotte.edu under the "Students" tab.



This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Attendance and Participation Policy

Students are expected to attend every class and remain in class for the duration of the session. Failure to attend class or arriving late may impact your ability to achieve course objectives, which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

The United States Department of Education requires UNC Charlotte's Office of Financial Aid to determine if a student who receives financial aid and fails to earn a passing grade in a course has actually attended and/or completed the course. Because I do not take regular attendance for this course, the date I will report as your last date of attendance will be the latest of the following:

- The date you last participated in an online discussion or activity.
- The date you last submitted an assignment/project/test/tutorial/quiz; or
- The date you last initiated contact with me to ask a question about the course or course content.

If you earn an F or U grade, your last date of attendance will be reported to the United States Department of Education. *This may require you to pay back any financial aid funds received for this course.* (For additional information, see [Last Date of Attendance FAQs](#) on the Registrar's website.)

If I am late in arriving to class, you must wait a full 20 minutes after the start of class before you may leave without being counted absent, or you must follow any written instructions I may give you about my anticipated tardiness.

This course uses Canvas, which provides the instructor with analytics and data on student engagement with the Canvas page, including page views, participation, submissions, timeliness, etc. I will be monitoring student activities on Canvas to ensure successful engagement and participation in the course. If I notice that a student's activities on Canvas indicate issues with pedagogically appropriate engagement, I may reach out to the student to discuss improving course engagement and participation.

Class Absence(s): The instructor has the authority to excuse a student's class absence(s) and to grant a student an academic accommodation (turn in a late assignment, provide extra time on an assignment, reschedule an exam, etc.). However, under Academic Affairs [Policy on Course Attendance and Participation](#), University-sanctioned events or activities are considered excused absences. A University-sanctioned event or activity is one in which a student formally represents the University to external constituencies in athletic or academic activities. This policy does not supersede individual program attendance and/or participation requirements that are aligned with accreditation or licensure. For more information and student responsibilities to account for such an absence, see provost.charlotte.edu/policies-procedures/academic-policies-and-procedures/course-attendance-and-participation.

Students are encouraged to work directly with their instructors regarding class absences for medical appointments, military/court orders, and/or personal and family emergencies, such as a death in the

immediate family, where a student is able to provide an instructor with appropriate supporting documentation of the absence. The final decision for approval of absences and missed work or make-up work is determined by the instructor.

For absences due to religious observances, students must provide the instructor with written notice of requested accommodations no later than the 10th day of instruction for the semester. The instructor and the student should then discuss what a reasonable accommodation should be in the given case and then document this agreed-upon accommodation. [University Policy 409](#) provides more details about this procedure. The [Office of Civil Rights and Title IX](#) is available as a resource if students or faculty have questions about the process.

The [Office of Student Assistance and Support Services \(SASS\)](#) can provide notification to faculty of emergency situations, when a student is unable to do so and when the office has been made aware of such emergencies. In such situations, the SASS office may also be able to assist with verification of such emergencies, once a student is able to return to classes. The SASS office does not provide verification of absences for car trouble, weather issues, personal activities, work, weddings, vacations, or University-sponsored events. Absences related to such activities should be discussed directly with the faculty member. Should a student need assistance from the SASS office in verifying an emergency situation, they can submit an [online request form](http://sass.charlotte.edu/services/absence-verification) (sass.charlotte.edu/services/absence-verification) and attach supporting documentation. Please note that students are not required to go through the SASS office at any time regarding absence verification, and the SASS office does not have the authority to excuse absences, allow for make-up work, or provide other academic accommodations.

In cases of absence due to pregnancy or parenting (pregnancy, childbirth, false pregnancy, termination of pregnancy, or recovery from any of these conditions), students should contact the [Office of Civil Rights and Title IX](#) to obtain absence verification by completing the [online form](http://bit.ly/332eaGd) at <http://bit.ly/332eaGd>.

Withdrawals: Students are expected to complete all courses for which they are registered at the close of the add/drop period. If you are concerned about your ability to succeed in this course, it is important to make an appointment to speak with me as soon as possible. The University policy on withdrawal allows students only a limited number of opportunities available to withdraw from courses. It is important for you to understand the financial and academic consequences that may result from course withdrawal.

See: provost.charlotte.edu/policies-procedures/academic-policies-and-procedures/withdrawal-and-cancellation-enrollment-policy

Computer Skills and Digital Information Literacy Skills Expected

Students are expected to be proficient using Canvas as well as accessing, using, and creating MS Word, MS PowerPoint, MS Excel, and PDF documents.

- Alternative software packages from Google and Apple are acceptable **if the assignment is submitted in a Microsoft acceptable format** which may require conversion to the appropriate package or as a PDF in Canvas. In addition, students will need to conduct online research of academic and professional literature using search engines and University library databases.
- You may access UNCC Canvas from your 49er Express or direct access at: <https://canvas.charlotte.edu/>. Notes, practice questions, grades, and updated information regarding the class will be posted on Canvas. It is each student's responsibility to check Canvas frequently and



report anything that does not match your own record within seven calendar days since the date the information was posted.

Communication Expectations

Students can expect to receive responses to emails within 48 hours. Feedback on assignments will be provided within 7 days. The primary mode of communication for this class is a combination of the use of Canvas and email. Make sure to check your email and access your Canvas account regularly. The instructor is not responsible for the student missing any information communicated via Canvas and email regarding the course. Please use my email address specified at the top of the syllabus for electronic communication. When **emailing the instructor or teaching assistant, include a subject and your section number.** Without a proper subject, your email may be deleted or may not be responded to due to security reasons.

Course Schedule

Module	Date	Topic	Chapters	Important Class Dates	Exams & Dates	Connect Problems Due	Major Class Participation Assignments & Due Dates	Important University Dates
OPER 3100 (Sections 001,002, 003) Fall 2023 Class Sched ule - v1.4 Aug 19 2023								
1 & 2	21-Aug	Introduction & Strategy	Chapter 1, Chapter 2			7-Sep	ABA - Supply Chain Management - Logistics & Supply Chain Mgmt Terms	
3 & 4	28-Aug	Manufacturing Processes & Service Processes	Chapter 7, 75 Chapter 9, 95			7-Sep	ABA - Productivity Measurement-Multi-factor Productivity	Aug 28 - Last day to add, drop a course with no grade* @ 11:59 pm Payment Information
4	4-Sep	Service Processes	Chapter 9, 95			7-Sep		Sept 4 - Labor Day No Classes
5	11-Sep	Project Management	Chapter 4		Exam 1 (Chapter 1, 2, 7, 9)	12-Oct	ABA - Projects vs Ongoing Operations	
6	18-Sep	Forecasting	Chapter 18	Sept 17 - One Pager Interview Date, Question Development, Question Reconciliation	8-Sep	12-Oct		
6	25-Sep	Forecasting	Chapter 18			12-Oct		
7	2-Oct	Sales & Operations Planning	Chapter 19			12-Oct		
7	9-Oct	Sales & Operations Planning	Chapter 19		Exam 2 (Chapter 4, 18, 19)	12-Oct	ABA - Inventory Management-Inventory Costs	Oct 13 - Unsatisfactory Mid-Term Grades due for Fall 2023 by noon
8	16-Oct	Inventory Management	Chapter 20			16-Nov		Oct 19 - Last day to withdraw from course(s); grade subject to Withdrawal Policy* Policy Information
8	23-Oct	Inventory Management	Chapter 20	Oct 27 - One Pager Interview Notes		16-Nov		Oct 23-24 Student Recess - No Classes
9	30-Oct	Material Requirements Planning	Chapter 21			16-Nov		
9	6-Nov	Material Requirements Planning	Chapter 21			16-Nov		Nov 10 - Veteran's Day - No Classes
10	13-Nov	Six Sigma Quality	Chapter 12		Exam 3 (Chapter 20, 21)	5-Dec	ABA - Lean Supply Chain Management-Just In Time,Lean Terms, ABA - Quality Management / Total Quality Management (TQM) Terms	
	20-Nov			Nov 20 - One Pager Executive Briefing Document, Question Reconciliation		5-Dec		Nov 22 - 25 Thanksgiving Break - No Classes
10 & 11	27-Nov	Six Sigma Quality & Statistical Quality Control	Chapter 12 Chapter 13			5-Dec	ABA - Quality Management-Cost of Quality (COQ)	
11 & 12	4-Dec	Statistical Quality Control & Lean Management	Chapter 13 Chapter 14		Exam 4 (Chapter 12, 13)	5-Dec		Dec 6 - Last day of classes
	11-Dec	Optional Comprehensive Final Exam				5-Dec		Dec 8 - 14 Final Examinations
	18-Dec			Optional Final Exam - Sec 001 Dec 13 11:00 AM - 1:30 PM Sec 002 Dec 13 2:00 PM - 4:30 PM Sec 003 Dec 11 2:00 PM - 4:30 PM				Dec 18 - Final Grades Due

